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Gender in UNDP

UNDP progress in gender mainstreaming and joint plan of action with UNIFEM*

I. Context

1. In its decision 2004/21, Management response to 'Transforming the Mainstream: Gender in UNDP', the UNDP/UNFPA Executive Board:

(a) Recognized that UNDP needs to make additional efforts to strengthen staff and managers' commitment to gender mainstreaming;

(b) Stressed that UNDP should implement its strategy for gender mainstreaming rigorously; and

(c) Requested UNDP to provide:

(i) A detailed plan of action on gender mainstreaming in UNDP, with concrete targets and measurable actions (for review in January 2005);

(ii) Further clarification of the UNDP-UNIFEM joint action plan as it applies to gender mainstreaming in UNDP (for review in September 2004); and

(iii) An elaboration of how UNDP could scale up operations based on lessons learned in pilot projects undertaken by the United Nations Development Fund for Women (UNIFEM), for review in January 2005.

2. The Administrator of UNDP has introduced a series of new measures to further implement the UNDP corporate commitment to gender equality and to ensure accountability for results based on a plan of action, which, as requested by the

* The collection of data required to present the Executive Board with the most current information has delayed submission of the present document.

Executive Board, will be refined with recommendations from the ongoing independent evaluation of gender in UNDP.

3. UNDP has embarked on several transformative processes under the leadership of the Administrator and the Senior Management Team, including the Executive Director of UNIFEM.

4. Immediately after the June 2004 session of the Executive Board, the Administrator gave clear directives to all staff and managers, which directives are being implemented with renewed commitment at all levels.

5. This report includes internal steps to strengthen the gender mainstreaming work of UNDP guided by the Administrator and the UNDP Senior Management Team. It also outlines a joint action plan developed jointly by UNDP and UNIFEM further to the discussions at the June 2004 session of the Executive Board.

II. Action plan to strengthen gender mainstreaming

6. In July 2004, the Senior Management Team endorsed a plan of action which outlined specific steps that the organization is already implementing, leading up to the January session of the Executive Board. The action plan includes:

(a) Creation of a gender task force composed of representatives of each practice, every regional bureau, the Evaluation Office, the Learning Resource Centre, the Human Development Report Office, the Bureau for Resources and Strategic Partnerships and UNIFEM. In September 2004, first meeting of the Task Force will outline the detailed plan of action with concrete targets and measurable action;

(b) Discussions to be conducted with facilitators on all networks including 'RR-Net' for inputs from headquarters and the field;

(c) A strategic planning workshop in November 2004 to review and endorse the final UNDP plan of action on gender mainstreaming and the UNDP-UNIFEM joint action plan, including opportunities for scaling up pilot projects undertake by UNIFEM; and

(d) A final report, to be presented to the Executive Board by the Administrator of UNDP in January 2005.

7. In addition to these new steps, UNDP has made considerable progress on several fronts:

(a) *The multi-year funding framework (MYFF) performance indicators,* designed by a broad-based team led by the Operations Support Group to identify specific gender indicators with which to measure the implementation of the 'gender driver' across all service lines. This exercise involves all programme units, regional bureaux and country offices in planning and reporting, in concrete and tangible terms, on how gender mainstreaming is integrated and how gender equality is measured. The process is an invaluable learning and capacity building exercise for all programme managers and an effective tool for monitoring allocation of resources and programme performance. Contrary to previous methods of accounting, which would only capture specific women-in-development and gender-specific programmes, this exercise has

generated new indicators for measuring levels of financial commitment to achieve gender equality within programmes and under each service line. As a result, the entire performance management team is engaged in monitoring MYFF reporting on gender activities across the organization. This is major step forward in the implementation of the 'gender driver' in the current MYFF.

(b) In accordance Executive Board recommendations, country offices have developed their own *gender mainstreaming strategies*, including a gender analysis of their portfolio. Among the countries that have generated a unique methodology and a knowledge product to be used by other country offices, El Salvador and Viet Nam are in the front line with well-documented strategies recently made available to all country offices through the knowledge networks initiated by the Bureau for Development Policy (BDP). The systematic implementation of a gender analysis of UNDP country programmes and of UNDP core practices is supported by the UNDP Gender Programme in BDP, in partnership with the regional bureaux and core practice leaders. The full involvement of UNIFEM in this is discussed later in the report as an important contribution to the success of gender mainstreaming in the work of UNDP.

(c) A *joint UNDP/UNIFEM gender analysis* with the Democratic Governance Group, the HIV/AIDS Group and the Bureau for Crisis Prevention and Recovery (BCPR). A timeline has been set for all UNDP practices supported by UNIFEM experts to undertake (i) a gender analysis of their programme portfolio, (ii) a review of thematic trust fund allocations for gender programmes; and (iii) a gender-sensitive budget analysis to serve as baseline for monitoring the resource allocation for gender mainstreaming under each service line on an annual basis, beginning in 2005.

(d) The Evaluation Office is progressing in the *evaluation of gender in UNDP* through a process involving the entire organization in a thorough review of policies, programmes and operations both in the field and at headquarters. The recommendations emanating from the evaluation will further shape the UNDP plan of action for gender mainstreaming.

(e) The Office of Human Resources has developed a *gender scorecard* and a continuous review of the results and competency assessment (RCA) to ensure that the gender policy, including gender balance in management, is on target. The data system is being finalized to serve as a unique management tool ensuring monthly monitoring of gender balance in all units and at all levels in accordance with the gender policy.

(f) A toolkit has been developed, through an inter-agency task force co-directed by UNIFEM with the participation of UNDP, to *build the capacities of United Nations gender thematic groups* within the United Nations country teams. The toolkit has been extensively reviewed by networks across United Nations organizations and will soon be available for implementation in countries engaged in CCA/UNDAF processes. It will strengthen capacities at the field level for mainstreaming gender effectively through all the common frameworks, including poverty

reduction strategy papers (PRSPs) and the Millennium Development Goals (MDGs). This effort is in line with recommendations made by members of the Executive Board in June 2004.

III. Strengthening the partnership between UNDP and UNIFEM

The first strategy is to merge UNDP regional centres and UNIFEM sub-regional offices to become regional hubs for expanded knowledge and action on gender equality.

8. UNDP and UNIFEM staff in Bangkok, Bratislava, and Dakar have taken the lead in spearheading this strategy, which will expand to all eight UNDP regional centres. The Director of BDP and the Executive Director of UNIFEM are working closely with the three teams to identify concrete steps in terms of joint expertise, programming, and reporting lines.

9. In Dakar, for example, UNIFEM and the UNDP subregional resource facility (SURF) in West Africa have initiated a joint programming process focusing on strengthened collaboration on engendering policy frameworks (MDGs, PRSPs and CCA/UNDAFs), and gender budget initiatives in countries of the sub-region.

10. The Director of BDP, the Senior Gender Adviser of UNDP and the Executive Director of UNIFEM have scheduled a joint mission to Bratislava for autumn 2004 to ensure that steps are taken to implement this strategy and begin full implementation of common regional hubs for gender mainstreaming in all three pilot centres.

The second strategy is to integrate the catalytic work of UNIFEM into UNDP programmes for effective results in gender mainstreaming.

11. UNDP practice leaders and UNIFEM thematic advisors are undertaking a mapping of existing joint work as a precursor to developing joint action plans for implementing the new MYFF. The initial review has revealed that partnerships to strengthen gender mainstreaming in UNDP exist in every region in the areas of reducing poverty, addressing violence in crisis and post-conflict countries, reducing HIV/AIDS, and enhancing gender equality in democratic governance (see annex).

12. By the end of 2004, joint UNIFEM/UNDP teams will undertake a gender analysis of UNDP policies, programmes and resource allocation for each core practice, all the regional bureaux (regional cooperation frameworks), and other relevant units to:

(a) Identify specific targets for gender mainstreaming under each service line;

(b) Identify UNIFEM capacities, lessons learned and internal expertise that can service UNDP, and specify areas for joint programming;

(c) Determine resource requirements, time frame and responsibilities, and specify outcome indicators and mechanisms for monitoring and accountability; and

(d) In the context of joint programming (one gender programme per core practice as of 2004), strengthen UNDP gender mainstreaming efforts and scale up UNIFEM innovations in areas of common MYFF service lines.

13. Scope for significantly increasing UNIFEM support to gender mainstreaming in UNDP, building on current joint initiatives, exists with regard to work on the MDGs and PRSPs, gender-responsive budgeting, ensuring gender justice in post-conflict situations, and promoting gender equality in pro-poor policies and in democratic governance, especially through building capacity in UNDP to support countries in further action on the Convention on the Elimination of All Forms of Discrimination against Women. UNDP and UNIFEM are working together to review legal frameworks affecting the widows and children of HIV/AIDS victims, particularly with respect to land ownership and inheritance.

The third strategy is to ensure unity of leadership on gender equality.

14. The Executive Board will note that the Administrator continues to lead these efforts in close consultation with the Executive Director of UNIFEM. Under his direction, the UNIFEM Executive Director will play a stronger role in ensuring the active engagement of UNDP in gender mainstreaming, particularly by identifying opportunities to upscale UNIFEM innovations and spearhead coordinated action in the resident coordinator system. In addition, the UNIFEM Executive Director will continue to play the role of Special Advisor to the Administrator on gender issues.

15. Finally, the plan of action for effective gender mainstreaming in UNDP and the joint UNDP/UNIFEM plan of action will be merged into one plan of action. It will be further refined with additional recommendations from the independent evaluation on gender in UNDP.

16. By the end of 2004, UNDP senior management will engage in a strategic planning exercise to finalize and endorse a comprehensive corporate strategy for gender mainstreaming and an implementation plan that the Administrator of UNDP will share with the Executive Board in January 2005.

17. The tools for implementation and for tracking progress in gender mainstreaming currently being developing by UNDP and UNIFEM are necessary to ensure full compliance with corporate policies by all managers and staff. At this stage, UNDP and other mainstream institutions are breaking new ground in their search for accountability measures, performance indicators and financial tracking tools. These tools will track specific action that promotes gender equality within a mainstream programme; they will help measure concrete results and outcomes in the lives of women participating in mainstream programmes; and they will identify sustainable impact on the empowerment of women. These are new areas where there is no blueprint or extensive experience upon which to draw. UNDP is engaged with UNIFEM in innovative processes of gender mainstreaming through programming, monitoring results and institutional transformation.

Annex
Examples of UNDP-UNIFEM joint activities to enhance gender mainstreaming

UNDP and UNIFEM collaborate on numerous specific initiatives at the local, national, regional and global levels. Both organizations receive requests for support and assistance on specific questions related to gender equality on a continuous basis. Joint programmes are under way in over 50 countries. Some examples of joint activities are listed below:

Goal	Africa	Asia-Pacific	CEE/CIS	LAC	Global
Reducing poverty*	-Inter-agency initiative to engender PRSP at district level (*Kenya*) -Inter-agency initiative on developing gender indicators for MDGs and PRSPs (*Senegal*) -Partnership on workshop on gender & PRSPs (*Southern Africa*)	-Enhancing rural women's leadership in local governance** (*Timor Leste*) -Strengthening approaches to mainstreaming gender in MDGs (*Cambodia*)** -Linking women producers to markets** (*North Korea*)	-Gender-budgeting initiative to increase women's participation in budget allocations (*Russia*) -Undertook scan on gender & ICTs to support UNDP sub-regional programme for *Central Asia***	-Partnership on gender budgets with national women's bureau (*Colombia*) -Engendering economic policies (*Nicaragua/ Central Am.*) -Engendering Local Human Development Programme** (*Cuba*) -Joint round-tables on gender & MDGs (*Central Am*)	-Gender and the MDGs** (*Kyrgyzstan, Cambodia, Peru, Kenya, Morocco*) -Collaboration w/IPU on guidebook on gender budgeting for parliamentarians
Combating HIV/AIDS		-Engendering HIV/AIDS programmes (*India*)**			
Ending violence against women in crisis and post-conflict countries	-National strategy to involve women in demobilization, disarmament & rehabilitation (*DRC*) -Joint mission to Darfur w/ UNIFEM to execute GBV component of follow up (*Sudan*)	-Collaboration on early warning indicators (*Solomon Islands*)	UNIFEM & UNDP have programmes on conflict prevention & peace; have developed joint steering committees (*Southern Caucasus*)	UNIFEM initiative on GBV, gender justice and capacity-bldg for women's organizations coordinated with UNDP peace & security programme (*Haiti*)	-UNDP participation in inter-agency project appraisal committee for Trust Fund to End Violence against Women
Democratic governance, including human rights	-Joint support of IGAD Women's Desk -Support to gender mainstreaming in governance (*Burundi*) **	-Joint support to Ministry of Women's Affairs (*Afghanistan*) -Collaboration with UNAMA to engender election process (*Afghanistan*) -Facilitating	-UNIFEM supported CEDAW project manager in UNDP (*Croatia*)	Strengthening women's participation in local governance, with HABITAT (*Ecuador*) -Inter-agency initiative to increase participation of indigenous women in the preparatory	-Human rights review of UNDP programme (proposed) -Joint contributions to development of Action Plan on implementing Action II of

		CEDAW implementation (*China*) -CEDAW reporting (*Bahrain*) -Tech. assistance to World Bank project gender mainstreaming effort w/ Nat'l Council Women w/ UNDP& UNFPA (*Egypt*) -UNIFEM reviewing UNDP gender mainstreaming strategy (*Morocco*)		conference for B+10 (*Central America*)	Secretary-General's reform -Support to knowledge network of women political leaders w/NDI

*Although joint work on gender and the MDGs and on gender-responsive budgets encompass themes beyond poverty, they are included in this quadrant.

**Undertaken through UNIFEM execution of a UNDP-initiated programme.

Abbreviations

DDR	Demobilization, disarmament and rehabilitation
FGM	Female genital mutilation
GBV	Gender-based violence
IGAD	Intergovernmental Authority on Development
NDI	National Democratic Institute, an international NGO headquartered in Washington, D.C.